

IMPLEMENTATION OF A DEMOCRATIC LEADERSHIP STYLE IN SRUNI VILLAGE, JENGGAWAH DISTRICT, JEMBER REGENCY

Agung Sedayu
Sekolah Tinggi Ilmu Administrasi
Pembangunan
Jl.Lumba-lumba no.9 Jember
+62 85649574390
agungsedayu@gmail.com

Nur Aini Mayasiana
Sekolah Tinggi Ilmu Administrasi
Pembangunan
Jl.Lumba-lumba no.9 Jember
+62 81 336202463
mayasiana30@gmail.com

ABSTRACT

The village government is the smallest government, which has the same authority in managing its territory as the central government. Leadership has an important function in carrying out its role, especially in providing direction and influence to its subordinates. Sruni Village is one of the villages led by a woman. Nowadays, of course, this has become commonplace, especially after the echoing of gender equality in occupying government in Indonesia. This study focuses on the application of a democratic leadership style applied by the Head of Sruni Village, Jenggawah District, Jember Regency. The purpose of this study was to determine the extent to which a democratic leadership style can influence the performance of village officials in providing to the community. This study uses a qualitative method with a descriptive approach. The technique used in determining the sample is purposive sampling. The results of this study indicate that there is an influence of job characteristics on female leadership. In general, the leadership used by the female village head of Sruni Village is democratic leadership with a personality character that is worthy of being a role model, creative in creating new activities such as training and socialization related to stunting prevention in Sruni Village.

Keywords : Implementation, Style, Leadership, democratic

1. INTRODUCTION

Leadership has a relationship between humans, namely by influencing and the relationship of obedience from a follower or subordinate because later it will be influenced by the authority of a leader. Followers or subordinates are influenced by the power of their leaders, and a sense of obedience to the leader arises spontaneously (Nursholikah, 2016).

A leader has a character that will have an impact on the performance of the subordinates he leads, in this case it can be interpreted that a leader will be a role model for his members or subordinates, so that the organization needs a leader figure who can be used as a role model in order to achieve the goals of the organization (Mayasiana, 2022)

In this case, leaders can also be said to be the most important factor in the progress of a nation. Leaders who have positive ideas for the progress of a nation are one of the most important factors through speech, leadership style used, actions and programs that have been prepared (Tawai and Yusuf 2017).

Good leadership must not only apply at the central government level but also at the smallest regional level such as villages. The village government is the smallest government, which has the same authority to manage its territory as the central government. Leadership has an important function in carrying out its role, especially in providing direction and influence to its subordinates. The leadership of a village head in this case is very much needed to help the local government in solving problems that occur in a village, handling various problems that occur in the village community, not only that, the leader figure is also required to coordinate all the interests of his people in every decision making (Mayasiana 2022).

The role of leaders, especially those in the village area, must be more directly involved in the community, especially in public services. The services are in the form of regulations or public services provided to the community such as administrative services and so on (Jaelani, Handayani, and Karjoko 2020).

The leadership of the village head plays a major factor in determining the quality of services provided to the community. In Sruni Village, Jenggawah District, Jember Regency, there are leadership dynamics that are interesting to study, especially regarding how leadership style affects public services. This phenomenon began with the election of a male village head who began his term of office with various efforts to improve public services. However, the village head died before completing his term of

office. Currently, the leader in Sruni Village is a woman, namely Afifah Nur Hotimah, she is the wife of the previous deceased village head. This incident gave rise to a new phenomenon in Sruni Village, where for the first time Sruni Village was led by a female Village Head. This situation is the reason for researchers to find out what leadership style is applied by the current Village Head in carrying out his duties, so that it will have an impact on improving the performance of his apparatus.

2. LITERATURE REVIEW

2.1. Leadership

Village Head Leadership in physical village development is how a village head can lead in implementing development in the village he leads. By implementing development better than before, namely in implementing development, the village head must pay attention to the needs of the development, both for the short, medium and long term (Supriadi, 2021).

Leadership is a process of activity to be active in leading, guiding, and influencing the minds of others to do something in order to achieve the desired results or goals. Leadership also has a broad scope to influence people in terms of improving groups and providing motivation and so on Sutrisno (Bakri et al. 2022)

Leadership is a behavior that has several specific goals to influence the activities of all group members to achieve common goals that have been designed to provide benefits for individuals and organizations. Leadership is also interpreted as a process for a leader to create a vision and interact so that they can influence others in realizing their vision (Saputra and Azmi 2021).

Leadership is the art of influencing and directing others through obedience, trust, respect and enthusiastic cooperation in achieving common goals. Leadership is the process of inspiring and helping others to achieve a goal Hudha (Nursholikhah, 2016).

2.2 Types of Leadership Styles

Leadership style is one way a leader carries out his leadership function or carries out his management function in leading his subordinates. The leadership styles (Mattayang, 2019) are divided into several, namely as follows:

1. **Democratic Leadership Style**
This leadership style is an ability to influence someone to be willing to work together to achieve a goal that has been agreed upon together in various ways or even in activities that can be carried out where the activity is determined jointly by superiors and subordinates. This leadership style is sometimes also referred to as a leadership style that is centered on subordinates, leadership with equality, participatory and consultative leaders.
2. **Delegative Leadership Style**
This leadership style has several characteristics, namely a leader rarely gives direction, in making decisions it is left to his subordinates, and members of the organization are expected to be able to solve their problems independently. This leadership style has its own characteristics of the leader's behavior in carrying out his duties as a leader.
3. **Bureaucratic Leadership Style**
This leadership style is strengthened by the statement, "Leading with regulations. The behavior of the leader in this case is characterized by the strictness in implementing a procedure that has been carried out for the leader and his subordinates. This bureaucratic leader will usually make all decisions based on the rules that have been applied and there is no more flexibility.
4. **Laissez Faire Leadership Style**
This leadership style is able to encourage members to take the initiative. Minimal interaction and control have been carried out by a leader, so this style can only be carried out if his subordinates are able to demonstrate a high level of competence and confidence in carrying out goals and targets.
5. **Authoritarian Leadership Style**
This leadership style has centralized all decisions and policies taken from oneself in full. All division of tasks and responsibilities will be held by a leader who has an authoritarian style, while his subordinates only carry out the tasks that have been given.

2.3 Leadership Factors

Leadership factors are divided into 12 (Tun, 2016:18), namely:

1. Representation that can measure the extent to which a leader can represent his group.
2. Reconciliation, which is a demand that reflects to see how well a leader reconciles the needs of an organization.
3. Tolerance of uncertainty, which explains the extent to which a leader is able to have an attitude of tolerance.

4. Convincing, measuring the extent to which a leader can use his persuasion and effective arguments.
5. Initiation of structure, used to measure the extent to which a leader openly defines personal roles, does not prevent employees from knowing what their expectations are.
6. Tolerance of freedom, reflects the extent to which a leader gives his subordinates the opportunity to take action and decisions on the initiative.
7. Role assumption, used to measure the extent to which a leader acts to play the role of a leader who can make others submit.
8. Consideration, this describes the extent to which a leader feels sufficient in appreciating and accepting contributions from his subordinates.
9. Production emphasis, this is also used to measure the extent to which an organizational or agency leader exerts pressure on production output.
10. Productive accuracy, this can measure the extent to which a leader demonstrates his ability to make predictions accurately.
11. Interaction, measures the extent to which a leader maintains a close relationship with his organization, and can resolve conflicts between employees.
12. Superior orientation, this can measure the extent to which a leader can maintain a coordinated relationship with his superiors, who can influence him, and strive to have a higher status.

3. RESEARCH METHODOLOGY

This type of research is descriptive qualitative research. The data collection allows researchers to produce a description of the phenomena that occur regarding the Analysis of Female Village Head Leadership in Improving Community Services in Sruni Village, Jengawah District, Jember Regency. The descriptive method is a research method based on the philosophy of postpositivism used to research natural object conditions (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combination), data analysis is inductive / qualitative, and the results of qualitative research emphasize meaning rather than generalization (Meleong in (Jepri, 2019). Qualitative descriptive research aims to describe, depict, explain, explain and answer in more detail the problems to be studied by studying as much as possible an individual, a group or an event.

4. RESEARCH RESULTS

Leadership Style is the ability possessed by a person to influence others, so that they do something in achieving a goal and purpose. In this case, leadership at least involves elements, including people who can influence, people who can be influenced, and the existence of certain activities or a series of actions in achieving organizational goals (Utari & Hadi, 2020).

A leader can be likened to an orchestra leader who will produce harmonious and coordinated notes and music at the right tempo through the integrated efforts of musicians who play different musical instruments. The Village Head must be able to influence members/subordinates in his own way (Zuldesiah et al., 2021).

The importance of a leader is to provide clear direction and goals to all members. The leader will help determine the part of each task in achieving a goal. Leaders can explain the relationship between all tasks in the group and will also provide motivation and enthusiasm to all members of the institution to focus on a goal and target of the institution (Indra Kartika Sari, 2021), Leadership is part of a management concept in organizational life and has a meaningful function and role, so leadership is needed to run the organization (Anim & Evicasari, 2021).

Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Aisyah, 2019). The definition of leadership from experts has a common point of keywords, namely a process of influencing. Conceptually, leadership is different in many ways. These differences occur in terms of who uses influence, the purpose of influencing, and how to use that influence (Muhani et al., 2016).

Village Head Leadership is an activity of influencing village officials and their communities to be able to carry out their duties and carry out activities in order to achieve common goals, especially for the benefit of the village. In the village area, the Village Head is a leader in the area who is able to lead and direct the entire community to realize an effective and efficient village development goal.

So from the explanation of the understanding above, the researcher draws the conclusion that in realizing effective leadership, it is necessary to pay attention to the leadership style which is an

important point in order to carry out the process of achieving effective and efficient goals, therefore the Village Head is a leader who must be able to apply a leadership style that is in accordance with the character of his citizens so that the goals to be achieved can be carried out properly and get maximum results. Based on the findings of the research results in Sruni Village, Jenggawah District, Jember Regency. shows that the Head of Sruni Village has implemented democratic leadership:

1. The Head of Sruni Village stimulates thinking to his subordinates to be able to participate in solving problems, for example if there are complaints from his citizens about less than optimal service, then the Village Head provides space for his subordinates to provide suggestions on the problem. A democratic leadership style is a way for a leader to involve his members in decision-making and problem-solving through deliberation and is willing to listen to opinions and appreciate every potential that his members have to achieve a goal;
2. The Head of Sruni Village not only provides space for his subordinates to provide input, but also provides equal opportunities for his community to provide suggestions for the sustainability of the village. This is realized by holding several routine meetings held by the Head of Sruni Village by inviting several residents to discuss the problems in his village.
3. The Head of Sruni Village opens opportunities for outsiders who want to provide direction or socialization for the progress of his village, for example when a university conducts community service in Sruni Village, the Village Head welcomes it openly and enthusiastically because with assistance from external parties can provide additional insight and knowledge especially for the residents of his village, as in Sruni Village there is a problem with the high rate of stunting in toddlers, with socialization from universities and agencies it will increase knowledge especially for the community who have toddlers with stunting conditions.
4. The Head of Sruni Village opens up opportunities for external parties who want to provide training that will certainly be useful for village officials and residents, for example when the department or university provides training in Sruni Village, the Village Head also participates and encourages his residents to get involved.

The above phenomenon shows that what is done by Sruni Village, Jenggawah District, Jember Regency illustrates the characteristics of Democratic leadership, as according to Gunawan (2017) that democratic leadership is a style in which in moving subordinates with the view that a noble creature is a human being. A democratic leader is someone who tries to develop the capacity within himself as a leader, tries to direct his subordinates to always succeed, is open to accepting all suggestions and criticisms from his subordinates, and the most important thing for a democratic leader is to always prioritize teamwork and together with all members of the organization.

5. CONCLUSION

Based on the description above, it can be concluded that the implementation of democratic leadership in Sruni Village, Jenggawah District, Jember Regency greatly influences the achievement of village goals as stated in Law Number 6 of 2014 concerning Villages. Some of the success of activities is due to the implementation of the democratic leadership style of the Village Head. The democratic style plays a very important role in spurring work motivation in village officials, and also views its people as part of village progress. The Village Head with a democratic leadership style will be active in involving subordinates and the community in the decision-making process, because with a democratic leadership style, all components will be involved in discussions and making joint decisions, making the community assume that they are in that environment.

6. REFERENCES

- Anim, P., & Evicasari, E. (2021). Kepemimpinan Kepala Sekolah Dalam Meningkatkan Kinerja Guru Di Sekolah Dasar Selama Pandemi Covid-19. *Jurnal Basicedu*, 5(3), 1683–1688.
- Jaelani, Abdul Kadir, I. Gusti Ayu Ketut Rachmi Handayani, and Lego Karjoko. 2020. "Development of Tourism Based on Geographic Indication towards to Welfare State." *International Journal of Advanced Science and Technology* 29 (3 Special Issue): 1227–34.
- Mattayang, Besse. 2019. "247-349-1-Pb." *Tipe Dan Gaya Kepemimpinan: Suatu Tinjauan Teoritis* Volume 2 N (4): 1–8.
- Mayasiana, N. A., & Sasti, S. M. I. (2021). Analisis Kepemimpinan Kepala Kelurahan Perempuan Dalam Meningkatkan Kualitas Pelayanan Publik Di Kelurahan Sumbersari Kabupaten Jember. *Majalah Ilmiah Dian Ilmu*, 20(1), 40-56.

- Mayasiana, N. A., & Hofia, N. (2022). Peranan Kepemimpinan Kepala Desa Perempuan Dalam Pemberdayaan Masyarakat Di Desa Sidorejo Kecamatan Umbulsari Kabupaten Jember. *Majalah Ilmiah Dian Ilmu*, 21(1), 40-59.
- Melati Sukma Bakri, Risna, Muh Alief Fahdal Imran Oemar, Pascasarjana Fakultas Ekonomi dan Bisnis, and Universitas Hasanuddin. 2022. "Amkop Management Accounting Review (AMAR) Perencanaan Strategis Dalam Meningkatkan Investasi Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu." *Amkop Management Accounting Review (AMAR)* 2 (1): 1–10. <https://doi.org/10.37531/amar.v2i2.147>.
- Muhani, M., Imron, A., & Kusmintardjo, K. (2016). Kepemimpinan Kepala Sekolah Dasar Di Daerah Terpencil (Studi Multi Kasus Di Sdn 2 Bakalan Dan Sdn 2 Kepyar Purwanto Kabupaten Wonogiri). *Jurnal Pendidikan: Teori, Penelitian, Dan Pengembangan*, 1(8), 1464–1472. [Http://Journal.Um.Ac.Id/Index.Php/Jptpp/Article/View/6616](http://Journal.Um.Ac.Id/Index.Php/Jptpp/Article/View/6616)
- Nursholikah, Istri. 2016. "Analisis Kepemimpinan Kepala Desa Perempuan Dalam Meningkatkan Pelayanan Masyarakat." *Jurnal Civic Hukum* 1 (2): 74. <https://doi.org/10.22219/jch.v1i2.10623>.
- Saputra, Kiki, and Alia Azmi. 2021. "Kepemimpinan Kepala Desa Perempuan." *Journal of Civic Education* 4 (1): 57–65. <https://doi.org/10.24036/jce.v4i1.464>.
- Supriadi, Dedi. 2021. "Kepimpinan Kepala Desa Dalam Meningkatkan Partisipasi Masyarakat Terhadap Pelaksanaan Pembangunan Desa." *Ganec Swara* 15 (1): 921. <https://doi.org/10.35327/gara.v15i1.192>.
- Tawai, Adrian, and Muh Yusuf. 2017. *Partisipasi Masyarakat Dalam Pembangunan*. Edited by Amiruddin, Mubin, and Agung Dermawansa. *Madani Jurnal Politik Dan Sosial Kemasyarakatan*. Pertama. Vol. 12. Kendari: Literacy Institute. <https://doi.org/10.52166/madani.v12i03.2170>.
- Tun, Huseno. 2016. *Kinerja Pegawai*. Malang: Deepublish.
- Utari, S., & Hadi, M. M. (2020). Gaya Kepemimpinan Demokratis Perpustakaan Kota Yogyakarta (Studi Kasus). *Jurnal Pustaka Ilmiah*, 6(1), 994. <https://doi.org/10.20961/Jpi.V6i1.41095>
- Zuldesiah, Z., Gistituati, N., & Sabandi, A. (2021). Kontribusi Gaya Kepemimpinan Dan Pelaksanaan Supervisi Kepala Sekolah Terhadap Kinerja Guru-Guru Sekolah Dasar. *Jurnal Basicedu*, 5(2), 663–671. <https://doi.org/10.31004/basicedu.V5i2.791>